

explain his charge, which seems more likely to be found in a work by Stephen Ambrose than Keegan.

Finally, his historical research seems to have been lacking in certain parts of the book. In his section on the British military and, specifically, its experiences in Northern Ireland, he discusses the Irish Republican Army to the exclusion of the Ulster Freedom Fighters, which the army was originally inserted to face. This omission is not simply poor history, it is also uncharacteristic of other Keegan books.

However, purely as a source of information about *OIF*, the book does deliver. Its maps are useful and the text is clear. The narrative sheds light on the plans, missions, developments and surprises that Soldiers, Marines and pilots encountered.

For those interested in logistics and technology, there are particularly useful insights. The account of the 1st Marine Expeditionary Force as it entered Nasiriyah — and the subsequent confusion and friendly fire — shows how much more progress the U.S. military still has to make in integrating its intelligence, technology and communications both in and between its services. The logistical difficulties the Army's 3rd Infantry Division faced demonstrate the continued importance of planning and the challenges of getting the proper supplies to the front, especially as the military moves toward the "focused logistics" articulated in *Joint Vision 2010* and *2020*. *The Iraq War* will be a practical volume for those interested in the conflict. Although (or perhaps because) it is the first, ultimately it will not be the definitive account of the events it describes.

Contracting Community Highlights



In this issue, we shift our focus from the contracting endeavors so crucial to rebuilding Iraq to the long-standing support that the Army has provided to the Saudi Arabian National Guard (SANG). The feature article highlights the SANG Program and the support provided by U.S.

Army civilians in the Office of the Program Manager (OPM) SANG Modernization Program for more than 30

years. A diversified group of contracting personnel makes up OPM SANG's Acquisition Management Division (AMD) and executes the contracting responsibilities for this multibillion-dollar program. Although located on the other side of the world, AMD keeps abreast of the constantly evolving acquisition environment and regulations and coordinates directly with the Army Materiel Command's (AMC's) Office of Command Contracting. This feature article provides an insider's look at SANG and AMD, and provides valuable insight into how a remotely located contracting activity, such as AMD, maintains its vitality over the long term.

Ms. Tina Ballard

Deputy Assistant Secretary
of the Army
(Policy & Procurement)

Saudi Arabian National Guard Modernization Program

Bill McKinley

A 1973 agreement signed by Saudi Arabia's Crown Prince Abdullah bin Abdul Aziz Al-Saud and the U.S. government established the OPM-SANG Modernization Program's mission. The SANG's principle mission includes protection of oil fields, oil pipelines and holy Muslim sites as well as internal security in the Kingdom of Saudi Arabia. SANG's primary weapon system is the Light Armored Vehicle (LAV) and V150 armored vehicle. To assist the SANG, OPM-SANG (the U.S. element) has provided training and support for some of these weapons and other security-related services to the SANG for more than 30 years.

OPM-SANG personnel are directly involved with all aspects of SANG's force expansion and in helping develop a total army. Through OPM-SANG, the United States provides technical and contract supervisory assistance with functions such as organization, training, equipment, procurement, construction, maintenance, supply, administration and medical programs. OPM-SANG priorities include forming LAV-equipped brigades and upgrading SANG artillery. Additionally, a wide range of advice and support is being provided to SANG Health Affairs. Supporting both the LAV and medical programs is a robust construction program that is jointly managed by OPM and SANG personnel. OPM-SANG personnel exercise principal authority over the

planning, direction, execution and control of modernization efforts, which cover all SANG elements, missions, functions and requirements.

AMD

In the midst of all this action is the AMD at OPM-SANG. AMD consists of U.S. Army civilian employees. This small but highly skilled acquisition professional community executes contracting responsibilities for this multibillion-dollar program. AMD is responsible for all pre-award, negotiation and award and post-award administration of contracts in support of the SANG Modernization Program. AMD is a cradle-to-grave shop procuring National Guard antiterrorism equipment, training and support services; large facilities construction; and purchase of medical equipment and consumable supplies. Additionally, AMD provides all contracting support for OPM-SANG's operation and maintenance requirements in the Kingdom. These transactions involve highly complex service and construction contracts that may incorporate a mixture of contract types such as cost-reimbursable, cost-plus-fixed-fee, firm-fixed-price and cost-plus-award-fee. Contracts currently administered by AMD range in value up to \$200 million.

AMD Personnel

AMD is supported by various contracting positions including procurement technicians, agents and analysts; administrative assistants; contract specialists; and branch and division chiefs — 23 positions in all. Although this operation is far from the mainstream of Army acquisition, this contracting activity maintains ties to DOD's ever-changing acquisition world. AMD coordinates directly with AMC. In addition, AMD maintains and follows all contracting guidance issued by the AMC Office of Command Contracting. AMD also subscribes to various federal and DOD publications to ensure that it stays up-to-date on all federal, defense and agency regulations. Per these regulations, AMD publishes its own contracting standard operating procedures and policy memorandums.

Contract Training

To ensure that its employees are able to maintain their skill levels, OPM-SANG adheres to all training requirements mandated by DA and AMC for career development. AMD employees who occupy contracting positions are required to meet the minimum requirements to obtain *Defense Acquisition Workforce Improvement Act (DAWIA)* certification levels for their assigned positions. All employees in an acquisition position are required to establish an Acquisition Career Record Brief online. Although located overseas, OPM-SANG allows its contracting employees to take one on-site temporary duty course per year and provides time for online course completion. This support is provided to meet the Under Secretary of Defense for Acquisition, Technology and Logistics Continuous Learning Policy. The policy's purpose is to ensure acquisition professionals develop and stay current in leadership, disciplinary and functional skills. Currently, all AMD contracting employees meet or exceed *DAWIA* certification levels for their assigned positions.



A SANG LAV on patrol protects Saudi Arabia's borders from potential intruders. OPM-SANG's AMD has played an integral role in helping the Saudis modernize their military. (U.S. Army photo.)

OPM-SANG Quality of Life

Many people have preconceived visions of Saudi Arabia complete with camels, date palms, miles of sand dunes and blazing heat. All that exists here, but not as depicted in Hollywood movies. Once arriving in the Kingdom, your senses are stimulated almost to the point of overload. Once you have recovered from the jetlag and start to remember which day it is, you begin to appreciate OPM's "quality of life," which many employees say is among the best in the Army. OPM-SANG is especially proud of its recreation and morale support activities, which include athletic facilities, local tours, travel and educational programs. In addition, OPM-SANG hosts various cultural events to give its members a true flavor of its host nation's heritage.

Recruitment

In an overseas environment such as Saudi Arabia, there is always a turnover of key employees. To meet the continuous challenge of maintaining the required knowledge and skill levels the SANG has come to expect, AMD is constantly

recruiting highly skilled and motivated individuals to fill key contracting positions. All key positions are advertised through the Army Civilian Personnel On Line (CPOL) Web site at <http://cpol.army.mil>. Individuals interested in challenging and adventurous overseas tours should check the Army CPOL Web site for contracting opportunities with OPM-SANG, Riyadh, Saudi Arabia. Please note that positions advertised for OPM-SANG are unaccompanied positions.

Massalama (Goodbye)

The SANG has come a long way since the U.S. and Saudi Arabian governments signed the agreement in 1973. SANG modernization and expansion has continued at a rapid pace since the Gulf War. The modern descendant of the Bedouin "white army," whose warriors rode horses over towering sand dunes into battle, have been replaced with infantry brigades that crest the dunes in specially designed LAVs. As SANG moves forward with its 10-year vision, OPM-SANG personnel will continue to be directly involved with all aspects of SANG's growth, and the AMD contracting workforce will certainly play a significant role in the program's success. For additional information regarding OPM-SANG and AMD, visit the OPM-SANG Web site at <http://www.opmsang.sppn.af.mil>.

Bill McKinley is the AMD Chief at OPM-SANG. He has both a B.S. in business administration and an M.S. in public administration from the University of Arizona. McKinley is an Army Acquisition Corps member and is Level III certified in contracting.

News From the Field

U.S. Army Tank-automotive and Armaments Command, Rock Island (TACOM-RI), IL, Contractor Supports the War Effort. Power Manufacturing Inc. (PMI) currently produces the shop equipment, welding (SEW) for Product Manager Sets, Kits, Outfits and Tools (PM SKOT). In August 1999, TACOM-RI awarded a 5-year SEW contract to PMI, Covington, TN. A second long-term (10-year) indefinite delivery indefinite quantity contract was competed and awarded to PMI in March 2003. These mobile sets replace outdated weld shops fielded in the mid-1980s and fill shortages for those units not currently possessing this capability.

Recently, PMI received a request from a unit in Iraq for replacement consumables for a fielded SEW. To support this immediate requirement, PMI provided the unit a package of replacement consumable parts at no charge. The field unit contacted PMI Program Manager Rod Georgens, who quickly prepared the package and sent it directly to the unit to meet its needs. This critical support from PMI for our Soldiers in the field — without regard for monetary reward — was greatly appreciated and PMI is highly commended for its patriotism and partnership.



Cheryl Cretin, WSMR Director of Contracting, conducts an "RFP Academy" Workshop June 9, 2004, in Albuquerque. (U.S. Army photo.)

ACA Southern Region Hosts Army Opportunities Day.

The Army Contracting Agency (ACA), Southern Region Directorate of Contracting at White Sands Missile Range (WSMR), NM, and the Albuquerque Small Business Development Center jointly hosted an Army Opportunities Day in Albuquerque June 9, 2004. Contracting professionals from five ACA installations: Fort Bliss, TX; Fort Huachuca, AZ; Fort Sam Houston, TX; WSMR; and Yuma Proving Ground, AZ — as well as small business representatives from the New Mexico Army National Guard Bureau, Santa Fe, NM, and the Army Corps of Engineers, Albuquerque — briefed attendees representing more than 120 local business concerns on the types of acquisitions awarded by their respective offices.

Later in the program, attendees were given the opportunity to meet individually with the speakers and with representatives from the Small Business Administration, General Services Administration (GSA), Rio Grande Minority Purchasing Council and the New Mexico 8(a) Association. The next day, Cheryl Cretin, WSMR Director of Contracting, conducted a Request for Proposal (RFP) workshop. The workshop's purpose was to provide government contracting and other information that will enable prospective offerors to prepare for competitive responses to RFPs. Eighty-five

local business concerns attended. The Army Opportunities Day events were an excellent example of industry outreach and were highly successful in engaging the local business community, promoting small-business issues and increasing the competitive base.

AMCOM EXPRESS Acquisition Strategy Approved. On March 2, 2004, the Aviation and Missile Command (AMCOM), Redstone Arsenal, AL, became the first Army Materiel Command (AMC) organization to have an acquisition strategy — AMCOM EXPRESS (Expedited Professional and Engineering Support Services) — reviewed under the Management and Oversight of Acquisition of Services Process guidance. The policy, published by the Deputy Assistant Secretary of the Army (Policy and Procurement) on Oct. 9, 2003, is applicable to all services' acquisitions with a planned value of \$500 million or more and provides for review by an Army Acquisition Strategy Review Panel comprising senior Army leaders.

The AMCOM EXPRESS acquisition strategy establishes a Blanket Purchase Agreement (BPA) program using GSA Federal Supply Schedules for the acquisition of advisory and assistance services. Four domains were established based on the requirements of AMCOM and its customers: logistics, programmatic, technical and business/analytical.

To support small business goals, the business/analytical domain will be reserved for small-business prime team leaders. Although the logistics, programmatic and technical domains will be open to both large and small-business prime team leaders, most BPA awards in these three domains will be reserved for either small business or 8(a) prime team leaders. A minimum of 16 BPAs will be awarded under AMCOM EXPRESS, with at least 12 BPAs reserved for small and 8(a) prime team leaders.

USACCE Supports D-Day's 60th Anniversary. The U.S. Army Contracting Agency, Contracting Command Europe (USACCE), Regional Contracting Office, Benelux (RCOB) was tasked with providing full-service contracting support in the planning, acquisition and execution of the Allies' 60th Anniversary of D-Day. Their execution of this highly visible mission was flawless and won them the respect and admiration of personnel from many nations.

A dedicated team of contracting professionals from RCOB worked countless hours in the months preceding the event providing business advice and lending professional contracting expertise to the planners and organizers. They

established a remote site office in Normandy, France, to be more responsive to requirements and questions from organizers, requiring activities and local vendors.

The contracting office awarded several contract instruments valued at several million dollars to support the D-Day commemoration, veterans, visitors and dignitaries, as well as for the day-to-day operation of the massive infrastructure assembled onsite.

Chief among the many accolades received was from GEN Burwell B. Bell III, Commanding General, U.S. Army Europe, who specifically singled out RCOB for its outstanding support of this important historic event.

ITEC-4 West Provides Valuable Training at Fort Belvoir, VA. Information Technology, E-Commerce and Commercial Contracting Center (ITEC-4)-West Contracting Officer Linda Van Collie and Contract Specialist Cynthia Hall were recently recognized by COL Brenda Crutchfield, Director, U.S. Army Network Operations and Security Center (ANOSC) for exceptional support provided during a June 2004 visit to Fort Belvoir, VA. Crutchfield commended ITEC4-West for the informative training sessions provided by this contracting team.

Two different training sessions were conducted by ITEC4-West. The first was a joint session for both contractor and government personnel working in the ANOSC. The training's purpose was to apprise a diverse workforce of the rules of engagement for working in an integrated environment. This included instruction on inherently governmental functions and how to avoid contracting for personal services. The second session was a government-only session to provide the government workforce additional information on working successfully with contractors. According to Crutchfield, these training sessions brought clarity and resolution to some complex workplace issues related to government and contractor interaction in the workplace. In addition to the group training sessions, one-on-one instruction to the contracting officer's representative (COR) and assistant COR was provided regarding contract-specific procedures and processes. The group sessions and individual instructions were both well received by the Network Enterprise Technology Command ANOSC customer.

AFSC Employee is Key Contributor to M864 Recapitalization Program. Contract Specialist Janis Tedell from the Propellants/Explosives and Artillery Branch, Army Field Support Command (AFSC), Rock Island, IL, is recognized

as the key contributor to the successful solicitation and award of the M864 Recapitalization Program — a critical Project Manager Combat Ammunition Systems (PM CAS) requirement. Tedell crafted concise, streamlined source-selection criteria and procedures. Her suggested use of effective source-selection tools such as oral presentations resulted in award of three highly complex contracts in just 72 days from the time the RFP was released to the date of actual award. This accomplishment has been publicly applauded by PM CAS and has been used as an example for excellence in contracting. In administering these three contracts, Tedell's contracting expertise and quick actions have kept the contract milestones on target despite almost 30 contractual issues over the contracts to date.

SECARMY Awards for Excellence in Contracting

The annual Secretary of the Army (SECARMY) Awards for Excellence in Contracting were presented May 25, 2004, in conjunction with the Army's Principal Assistant Responsible for Contracting (PARC) Conference in Orlando, FL. The Acting Secretary of the Army/Under Secretary of the Army, Les Brownlee, presented the awards and Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard provided welcoming and closing remarks. LTC Jeannette Jones served as the event Master of Ceremonies.

The SECARMY Awards for Excellence in Contracting commend exemplary contracting organizations and individuals. These Armywide awards honor excellence and leadership in various contracting activities and recognize contracting individuals and organizations that excel in customer satisfaction, productivity, process improvement and quality enhancement. The 2003 award recipients are:

Outstanding Contracting Officers

- **Installation-Level Center (Military).** MAJ Robert J. Brinkmann, Fort Hood Contracting Command, Army Contracting Agency (ACA) Southern Region, Fort Hood, TX.
- **Installation-Level Center (Civilian).** E. Rebecca Coon, Fort Hood Contracting Command, ACA Southern Region, Fort Hood.
- **Installation-Level Satellite (Civilian).** James A. McDavitt, Army Reserve Contracting Center, Minneapolis Satellite Office, ACA Northern Region, Minneapolis, MN.

- **Specialized Contracting (Military).** MAJ James Downs, Defense Contract Management Agency (DCMA) Boeing Philadelphia/DCMA Sikorsky, Philadelphia, PA.
- **Specialized Contracting (Civilian).** Carol D. Alkhafi, Space and Missile Defense Command (SMDC) Battle Lab, Colorado Springs, CO, SMDC, Huntsville, AL.
- **Systems Contracting (Civilian).** Vicki L. Ahlgrim, U.S. Army Tank-automotive and Armaments Command (TACOM), Warren, MI.
- **Contingency Contracting (Military).** MAJ Darlene M. Urquhart, Kandahar Airfield Contracting, ACA Southern Region, Kandahar, Afghanistan.

Unit/Team Awards

- **Systems Contracting.** Stryker Contracting Team, TACOM, Warren.
- **Specialized Contracting.** Long-Term Contracts — Fort Rucker Team, Aviation and Missile Command, Redstone Arsenal, AL.
- **Installation-Level Contracting Center.** Southern Region Contracting Center, ACA Southern Region, Fort McPherson, GA.
- **Installation-Level Contracting Satellite.** Fort Campbell Directorate of Contracting, ACA Southern Region, Fort Campbell, KY.

Special Awards

- **Professionalism in Contracting (Military).** COL Steven R. Boshears, Director, ACA Northern Region.
- **Professionalism in Contracting (Civilian).** Colleen Burns, Director of Contracting, Fort Bliss, ACA Southern Region, Fort Bliss, TX.
- **Exceptional Support of the *Javits-Wagner-O'Day (JWOD) Act* Program.** William R. Dedeker, 88th Regional Support Command, ACA, Fort Snelling, MN.

USACCE Presents HCA Awards

On April 20, 2004, Sandra Sieber, Army Contracting Agency Director, presented the 2003 U.S. Army Europe (USAREUR) Head of Contracting Activity (HCA) Awards for Contracting Excellence during the U.S. Army Contracting Command, Europe (USACCE) annual conference. The 12 awards presented for outstanding achievement and mission accomplishment during FY03 follow.

Outstanding Contracting Officer's Representative

Mark Stillwagon, for his work on the Guard Services Contract for Task Force Eagle. He was nominated by the Wiesbaden, Germany, Contracting Center (WCC).

Customer Recognition Award

The 104th Area Support Group Directorate of Public Works — nominated by WCC.

Special Recognition for Contracting

Sandra Van Beneden, Regional Contracting Office (RCO) Benelux

Darryl Majors, RCO Seckenheim, Germany

William Nupp, RCO Vicenza, Italy

Clifford Moy, RCO Vicenza, Italy

Outstanding Support to Contingency Contracting (Civilian)

Mark Vaccaro, RCO Wuerzburg, Germany

Outstanding Support to Contingency Contracting (Military)

SSG(P) James Hurt, WCC, Germany

Professional of the Year (Civilian)

Rene Peeters, RCO Benelux

Professional of the Year (Military)

MAJ Jeffrey Harrington

Outstanding Team or Division

Team South-Operation Iraqi Freedom (OIF) — this cadre of five USACCE military personnel distinguished themselves in the initial months of OIF.

Award for Best Contracting Office

Presented for the third straight year to RCO Vicenza, Italy — Robert Attaway, Office Chief.

Army Management Staff College — CP-14 SBLM Graduates

The Army Management Staff College prepares sustaining base leaders — military and civilian — to support the Army's mission and our Nation's Soldiers in times of conflict and peace. One course of study that directly supports this goal is the Sustaining Base Leadership and Management (SBLM) Program. The SBLM Program provides graduate-level professional development across all Army functional areas. Students are taught the "Army business" along with the development of key skills such as leadership, communication and problem solving. This next generation of leaders prepares to guide Army sustaining base operations and programs — anything that gets Soldiers and their supplies and equipment to the battlefield, sustains them while they are there, gets them home safely after the conflict has ended and ensures the self-sufficiency of their families while they are deployed.

We are pleased to recognize the following CP-14 SBLM Class #04-1 graduates:

Bell, Tony J.	Army Test and Evaluation Command, Fort Bragg, NC
Carroll, Kimberly V.	HQDA, Arlington, VA
College, Linda J.	Communications-Electronics Command (CECOM), Fort Monmouth, NJ
Hurst, Peggy L.	Network Enterprise Technology Command, Fort Huachuca, AZ
Jablonski, Gail M.	CECOM, Fort Monmouth
Kelemen, Michael R.	CECOM, Fort Monmouth
Latimore, Toye Y.	Surface Deployment and Distribution Command, Alexandria, VA



Sandra Sieber, ACA Director (second from left) and COL Victoria Diego-Allard, USAREUR Principal Assistant Responsible for Contracting (far right) with some of the personnel from the award-winning RCO Vicenza.

Lovata, Leslie J.	Army Contracting Command, Seoul, Korea
McClure, Lark W.	Letterkenny Army Depot, Chambersburg, PA
McKellery, Edna E.	Defense Contracting Command-Washington, Washington, DC

2004 Army PARC Conference

Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard hosted the Army Principal Assistant Responsible for Contracting (PARC) Conference May 24-25, 2004, in Orlando, FL. The conference provided a forum for Army senior leaders and contracting professionals to benefit from collective experience, discuss ideas and develop strategies to continuously improve Army acquisition processes, policies and techniques.



Acting Secretary of the Army Les Brownlee addresses participants at the 2004 Army PARC Conference in Orlando, FL.

The conference agenda included speakers and panel participants who represented a wide array of Army and DOD contracting knowledge and experience. It also included numerous Army contracting topics that stimulated interesting discussion and dialog

among the participants. Ballard held special sessions with the PARCs, titled *Crosstalk-Army Challenges*.

Special guest speakers included the Acting Secretary of the Army Les Brownlee and Director of Defense Procurement and Acquisition Policy Deidre Lee. Each provided valuable information and insight into the Army's role in Iraq and subsequent emerging acquisition policy. Brownlee thanked Daniel Mehney, the U.S. Army Tank-automotive and Armaments Command PARC, for his outstanding support to the Iraqi reconstruction efforts.

Competitive Professional Development Opportunity

The Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) is offering 1-year developmental assignments to all DA employees at the GS-12 level (or Acquisition Demonstration broadband equivalent) in the Contracting and Acquisition Career Program (CP-14). The Contracting Career Program Office funds travel and temporary duty costs. For details, see the memorandum titled *FY 2005 Competitive Professional Development (CPD) Announcement for the Contracting and Acquisition Career program (CP-14)* at <http://asc.army.mil/docs/programs/cp/FINAL%20CPD%20ANNOUNCEMENT.pdf>.

ASAALT has two developmental employees who would be happy to share their experiences with you. For information, please e-mail Tina Grove at tina.grove@hqda.army.mil or JoAnn Lee at leej4@hqda.army.mil.

The U.S. Army Acquisition Support Center at Fort Belvoir, VA, can also provide additional information about this opportunity. Contact Sally Garcia at (703) 805-1247/DSN 655-1247 or sally.garcia@us.army.mil. Online information is also available at <http://asc.army.mil/programs/cp/opportunities.cfm>.

Army CP-14 Intern Training Program

The U.S. Army's Contracting and Acquisition Management Development Program (CMDP) is a robust, sequential career development program that underpins the Assistant Secretary of the Army for Acquisition, Logistics and Technology goal of cultivating contracting business managers. CMDP is an entry-level, civilian career ladder program providing a solid foundation in the skills, processes and competencies that contracting professional require throughout their careers. Interns enter federal service as full-time employees under the Contracting and Acquisition Career Program 14 (CP-14), 1102 series and are eligible for all benefits offered to the federal workforce. All accepted participants must possess a baccalaureate degree with a minimum of 24 academic hours in business-related courses.

Specialized training during the intern program is accomplished in four ways:

- Formal instruction
- On-the-job training
- Rotational cross training
- Informal in-house training

Successful completion of the management training program leads to a full-performance federal acquisition career with the potential to move into mid- or high-level management positions. Graduates are well on their way to satisfying the requirements for Level II and Level III certification in the contracting career field under the *Defense Acquisition Workforce Improvement Act*, which can lead to a classification of Corps Eligible or full Army Acquisition Corps membership.

We are pleased to recognize the following FY04 Army CP-14 Intern Training Program graduates — congratulations to all!

Army Contracting Agency (ACA)

Gale, David	Fort McPherson, GA
Goggin, John	Fort Irwin, CA
Jordan, Cheri	Fort McPherson, GA
Payne, Arnold	Fort Leavenworth, KS
Templin, Gary	Fort Irwin, CA

Army Materiel Command

Army Field Support Command

Rock Island, IL

Bakewell, Keith	Luchsinger, Bryan
Guy, Emily	Van Hyfte, Troy
Luchsinger, Brett	

Aviation and Missile Command

Redstone Arsenal, AL

Balaban, Barbara	Freese, Nicole
Beddingfield, David	Ivy, Dianne
Blake, Malissa	Lagewaard, Cynthia
Brandebourg, Pamela	Moore, Netausha
Clemmons, Rhonda	Morris, Donna
Cole, Jacqueline	Pride, Temica
Cook, Sharon	Smith, Stephanie
Davis, Deon	Taylor, Dawn

Communications-Electronics Command

Fort Monmouth, NJ

Boyle, Brett	Dennis, Julieanne
Custer, Seth	Kolb, Kimberly

Lazenby, Malinda
Leonard, Donald

McGee, Shante

Tank-automotive and Armaments Command (TACOM) *Rock Island, IL*

Calhoun, Chris	Meenan, Anthony
Egan, Robert	Washington, Tonya
Fraser, Nancy	

TACOM

Warren, MI

Brown, Francine	Ferrara, Richele
Cloft, Joseph D.	Liedke, Catherine
DePoorter, Keith	VanHulle, Dawn

DAR Council Corner

DFARS Transformation —

Procedures, Guidance and Information

In keeping with DOD's transformation goals and objectives, the Under Secretary of Defense for Acquisition, Technology and Logistics directed a comprehensive review and transformation of the *Defense Federal Acquisition Regulation Supplement (DFARS)* and its operational proceedings.

The transformed *DFARS* will contain requirements of law, DOD-wide policies, delegations of *FAR* authorities, deviations from *FAR* requirements and policies/procedures that have a significant effect on the public. Existing *DFARS* text that does not fall into one of these categories, but is still useful to contracting officers, will be relocated to a new *DFARS* companion resource: *Procedures, Guidance and Information (PGI)*. On Feb. 23, 2004, DOD published a proposed rule establishing the framework for *PGI* (*Federal Register Vol. 69, No.35, Pages 8145-8146*).

PGI publication will commence during the summer/fall of 2004 and will contain:

- Mandatory internal DOD procedures — *DFARS* will direct compliance with mandatory procedures using imperative language such as "Follow the procedures at ..." or similar directive language.
- Nonmandatory internal DOD procedures and guidance and supplemental information to be used at the contracting officer's discretion — *DFARS* will point to nonmandatory

procedures, guidance and information using permissive language such as “The contracting officer may use ...” or “Additional information is available at ...” or other similar language.

Because *PGI* will not contain policies or procedures that significantly affect the public, it will not be published in the *Federal Register* or the *Code of Federal Regulations*, nor will it be subject to public rulemaking requirements. *PGI* will be openly available on the World Wide Web and will be linked electronically to *DFARS*. The DAR Council will update *PGI* in a manner similar to that used for updating the online *DFARS*, such as posting of Change Notices and a free “News” service to subscribers. The general public can comment on *PGI* by submitting their comments to the DAR Council Director on an “as-needed” basis.

For more information on the *DFARS* transformation process, go to <http://www.acq.osd.mil/dpap/dfars/transf.htm>.

This information is provided by DAR Council Army Policy Member Barbara Binney, who may be contacted at (703) 604-7113.

U.S. Army-Sponsored eCYBERMISSION Launches Third Competition

The U.S. Army announced the kickoff of the third annual eCYBERMISSION competition, a free Web-based science, math and technology competition for 6th through 9th grade students. This highly successful program was designed to increase students’ interest in science, math and technology disciplines, and is now accepting student registrations at www.ecybermission.com. Participation in eCYBERMISSION last year culminated in the 2004 National Judging and Educational Event, where 16 first-place teams, four from each region and grade, participated in an array of educational activities, presented their projects to a panel of professional judges and were honored at a prestigious awards banquet hosted by the U.S. Army.

“The success of the 2003-2004 eCYBERMISSION competition demonstrates that our Nation’s children are interested in making a difference, contributing to their communities and exploring a variety of science, math and technology disciplines,” said Kelly Stratchko, eCYBERMISSION Program

Manager. The structure of eCYBERMISSION allows students to identify a community problem and then use science, math and technology to solve it. During the competition, teams conduct research and experiments to test their hypotheses, reach out to community leaders and communicate with online CyberGuides — Army personnel who are experts in science, math and technology. Teams must identify how their solution affects the community and what their plans are for implementation and next steps.

Registration for eCYBERMISSION began Sept. 1, 2004, and is open through Dec. 13, 2004. The competition is open to all students in grades 6 through 9 across the United States and to students enrolled in DOD Education Activity schools throughout the world. The deadline to submit completed projects is Feb. 21, 2005. For more information about eCYBERMISSION, go to www.ecybermission.com.

In addition, volunteers are needed to help spread the word about eCYBERMISSION and encourage students of diverse backgrounds and proficiency levels to participate. Over the past 2 years, eCYBERMISSION volunteers have included hundreds of Active and Reserve military personnel and DOD civilians with security clearances serving as CyberGuides and ambassadors. CyberGuides must be able to spend 4 hours per week interacting with students online to provide guidance and support. Ambassadors promote the competition to their local schools and community groups, contributing 15-20 hours per month between August and November.

For additional information, contact either the U.S. Army Research, Development and Engineering Command Public Affairs Office at (410) 436-4345 or public.affairs@apgea.army.mil or the eCYBERMISSION Mission Control at 1-866-GO-CYBER or missioncontrol@ecybermission.com. To register as a volunteer, go to www.ecybermission.com.

Did You Know?

Results from the 2004 *Army AL&T Magazine* Readership Survey can be found on the U.S. Army Acquisition Support Center’s Web site. Please visit <http://asc.army.mil> to see our readers’ survey responses.